

The Coast Guard **Reservist**

May - July 1993



RADM Lockwood's
Farewell View

The Coast Guard Reservist

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Correction



LCDR Joe DiBernardo

for any inconveniences this may have caused.

Due to a printing error, LCDR Joe DiBernardo's picture was deleted from his story that appeared on Page 8 of the March/April *Reservist*. We're sorry

USCG 800 Numbers



CG Reserve Hotline

1-800-283-USCG

Health Benefits Advisor

1-800-9-HBA-HBA

Women's Info. Line

1-800-242-9513

Work-Life Staff

1-800-872-4957

Boating Safety Hotline

1-800-368-5647

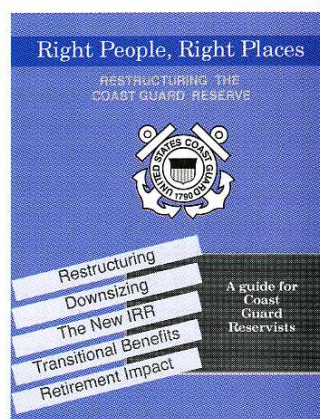


Reunions

• **RTC YORKTOWN** — The fourth annual RTC Yorktown reunion will be held Oct. 15-17, 1993 at Yorktown, Va. For more information, contact: Tom Travers, 998 Ridgewood Lane, West Chester, PA 19382. (215) 436-0181.

Restructuring Insert

Inside this issue of *The Reservist*, you'll find a four-page insert entitled *Right People, Right Places: Restructuring the Coast Guard Reserve*. This insert touches briefly on the new structure of the CG Reserve and reasons for it, transitional benefits, the revamped IRR and the impact on retirement. Watch the next issue of *The Reservist* for more details on the restructuring.



On the Cover

The Coast Guard Reserve and Active Component ID cards blend together, symbolic of the integration that is taking place at various places across the nation. One such location is at Group San Diego, the "crown jewel" of D11's integration efforts. Story begins on Page 6.

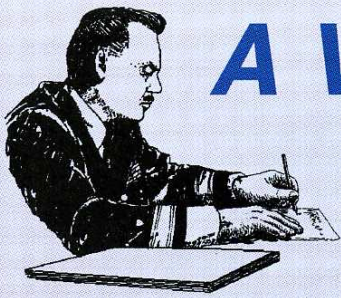
Coast Guard Day



August 4th

"Semper Paratus"
Always Ready

Founded August 4, 1790



A View from the Bridge

By RADM John W. Lockwood
Chief, Office of Readiness & Reserve

On May 19, The Reservist interviewed RADM Lockwood for this, his final View from the Bridge. What follows is the text from that interview. RADM Lockwood's final day as Chief, Office of Readiness & Reserve was May 27. We wish him well in his new assignment as Commander, 13th Coast Guard District which he will assume June 15, 1993.

The Reservist: *You have met many reservists on the road. What is your overall impression of them?*

RADM LOCKWOOD: Well, that's a hard question to answer, because our Reserve community is made up of so many diverse folks. But they have a lot of common strengths and I think that's one of the things that makes the Reserve the great force that it is. One of the

common strengths that comes out time and time again across all the reserve units that I've visited and all the folks that I've phoned is their dedication to the Coast Guard. They wear it on their sleeve. I have not seen, I think, greater dedication in any other group of people.

And, that dedication is borne out in so many ways: the amazing amount of extra time or non-pay drill time that so many of our people spend to achieve a certain level of qualifications, whether it to be a boat coxswain or a boat engineer or a facility inspector at a marine safety office. Many of those qualifications take a lot more time and effort than what we are able to pay our folks for and I think it's just amazing. Again, [my overall impression] is a sense of dedication and devotion to duty that our people demonstrate.

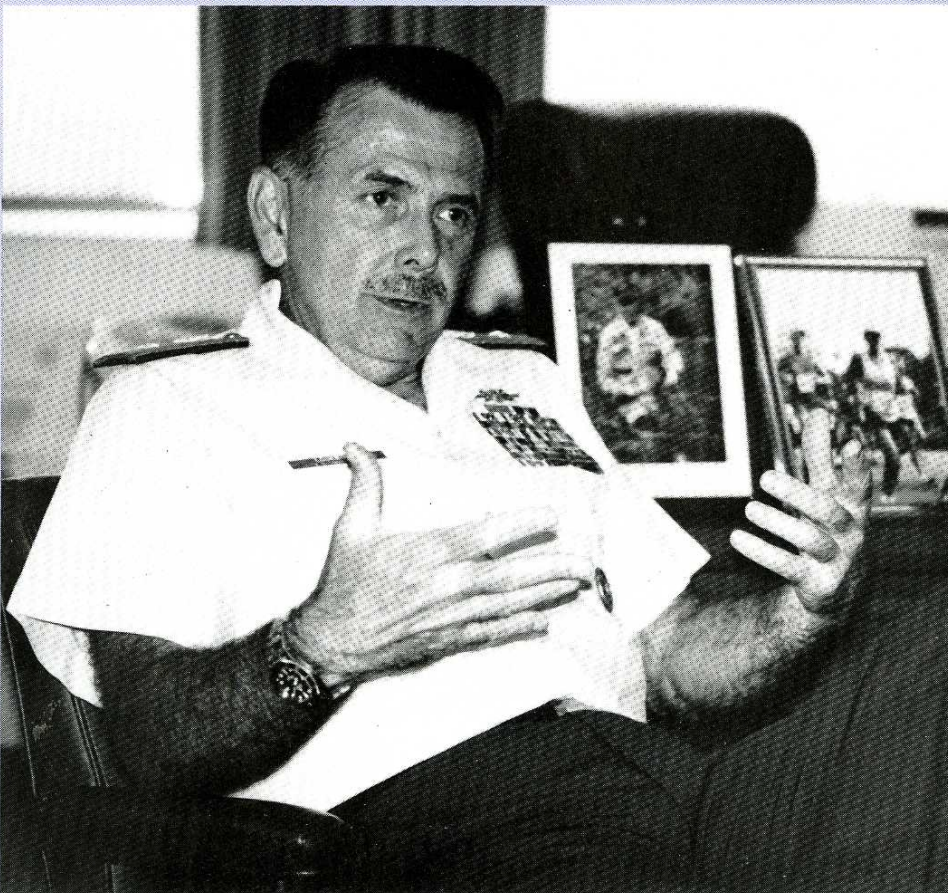



Photo by PA1 Steve Blando, GRS-1

The Reservist: *In your first View from the Bridge, you said your top three priorities as Chief of Readiness & Reserve were TQM, Information Resources Management and Health & Wellness. Did your priorities or expectations change during the course of your tenure as Chief of G-R? If so, how?*

RADM LOCKWOOD: I don't think the priorities really changed. However, I think that in the last two years we have been forced to deal with some amazingly difficult challenges, the toughest of which has been to resize the force in the face of changing requirements and in the face of budgetary realities. That very monumental task has taken some time away from what we would have liked to devote to those priorities.

That said, I still think that we have made outstanding progress across a wide range of issues through the use of TQM in the office and due to the fact that Total

"...in the last two years we have been forced to deal with some amazingly difficult challenges, the toughest of which has been to resize the force in the face of changing requirements and in the face of budgetary realities," said RADM Lockwood during his May 19 interview.

*Continued on
 next page* 



Continued from Page 3

Quality Management has been really catching on out in the districts. If I look back on those three priorities, I think I could say I am exceptionally pleased with what we have been able to accomplish with TQM. I would have liked to accomplish a little more as far as moving down the road in IRM. However, we were able to get our Strategic Information Management Project done, and I think it has given us a building block for the future. Lastly, as far as health and wellness, when I came aboard, the Fit for Duty — Fit for Life program was apparently thought so much of by the Office of Health & Safety that essentially it was adopted service wide. Of course, I certainly didn't have anything to do with that. But I think that is an indication of how important health and wellness as a work-life issue has become in the Coast Guard today.

The Reservist: About a year ago, you published a brochure entitled *"The United States Coast Guard Reserve's Vision, Mission, Guiding Principles."* How have we progressed in that area?

RADM LOCKWOOD: Well, I'm glad that you're holding the interview here on the 19th of May because I think we've come about as far as we could reasonably expect to come in a very short period of time. I think if you look at the fact that we started off from ground zero, and have gotten to the point where we are, I think that's a considerable accomplishment.

And, just in the last several days, we've taken a giant step. The Commandant of the Coast Guard has signed a decision memorandum containing the elements of a complete reorientation of the way we do business in the Coast Guard Reserve. And I am really excited about that. I think this is the most significant step in the Coast Guard Reserve's history that we are about to embark upon.

This reorientation, which has been endorsed wholly by the Commandant of the Coast Guard, is a green light for us to go ahead and really change the way we're doing business or to change the way the Reserve has done business in the past — ultimately to become a force that is totally integrated with the active component. That will enable us to achieve maximum use of the Reserve and maximum effectiveness of a part-time resource. And that's what we have to do in these days of shrinking resources.

So, I think we've come a long way. I am very, very pleased that we are going down the road toward



Photo by PA1 Steve Blande, G-RS-1

"...just in the last several days, we've taken a giant step. The Commandant of the Coast Guard has signed a decision memorandum containing the elements of a complete reorientation of the way we do business in the Coast Guard Reserve," said Lockwood.

accomplishment of our vision, mission, guiding principles, which seek exactly what I just said: the total integration of the force, the full utilization of a part-time resource....

The Reservist: What do you foresee as the future of the Coast Guard Reserve?

RADM LOCKWOOD: I think the future is bright because we now have a mandate from the Commandant and we are going to be able to proceed with accomplishing the elements of this reorientation. And, it's going to be done in partnership. This is not just something that is going to be done by the Reserve, but it's going to be done by the active component as a means to better use a part-time resource. So, I think that the future is bright.

We do have a very tough hurdle to get over and that is the resizing of the force to 8,000 people. And that is going to be a very challenging task. It's going to call for a reprioritization of all the Contingency Personnel Allowance List billets and unfortunately, a number of people will no longer be able to serve in pay billets because the number of pay billets is going to decrease by quite a bit. But, we should not focus on the pain. We should focus on the opportunity that is provided for the Reserve by the fact that we now have this decision memorandum and we have a document from the Commandant of the Coast Guard that basically says, do this — achieve more effective use of the Reserve force, work for this integration. So, we can't



focus on the difficulties associated with the downsizing. We need to focus on the opportunity that it provides. As a result of working toward accomplishing that reorientation, I believe the Reserve will be a stronger, more effective, more efficient organization in the future. So, that's why I say the future of the Reserve is bright, especially today.

The Reservist: How will this experience carry over into your new assignment as Commander of 13th District?

RADM LOCKWOOD: Well, you can bet your bottom dollar that what I've just been talking about with regard to full and complete use of a part-time resource, that I will expect and require that at my next command in the 13th District. From what I can see, however, they [the 13th District] and the 11th District are probably as close to achieving that full and complete use of the Reserve resource as any other district in the Coast Guard. I think they have an amazing number of very aggressive, very forward looking initiatives going on. Since there are a lot of leading-edge programs going on in the 13th District, I think it's going to be just preaching to the choir out there.

When I was in the Office of Navigation, I administered the Coast Guard Auxiliary and now that I'm leaving the Office of Readiness & Reserve, I've had the experience of administering the Coast Guard Reserve. So, I know a fair amount about our Reserve component and about our volunteer component — the Coast Guard Auxiliary. I think that will help me make full and complete use of those resources and I

will certainly strive to do that.

I would like to say one other thing about how my experiences over the last two years will impact upon my next job. The other side of this position is the Readiness program or Contingency Preparedness Support program. It is very, very important and probably is not given the proper time and attention it deserves by the Coast Guard. The Readiness program and the planning functions that it performs to position the Coast Guard and our contingency force, which is the Coast Guard Reserve, for defense and non-defense related scenarios is really critical to the proper functioning of the Coast Guard and Coast Guard Reserve — whether it's a Desert Storm or whether it's a Hurricane Andrew. So, it's a very considerable undertaking that our people in the Readiness arena work very, very hard at to prepare — to keep the Coast Guard ready to properly respond to contingencies.

The Reservist: Any parting words or concluding thoughts?

RADM LOCKWOOD: I will miss this job very much because of the people that make up the Coast Guard Reserve. I mean that very sincerely. Again, I started out [this interview] talking about reservists' dedication. If people think I've worked hard in this job, it's because of their commitment to the Coast Guard and the Coast Guard Reserve. I feel that I have been working for them, trying to improve the program for the future and trying to look out for their best interest.



Photo by PA1 Steve Blando, G-RS-1

G-R visits units, presents award in D13

Reservists in Seattle met with RADM John Lockwood on Saturday, April 3. Lockwood was in Seattle to participate in D13's reserve unit commanding officers conference, tour Seattle area commands where reservists were drilling and attend the Reserve Officer's Association Enlisted Awards Banquet.

At the ROA banquet, Lockwood presented PS1 Thomas E. Dye with D13's Outstanding Enlisted Member of the Year Award for 1992.

Lockwood's new assignment as Commander, 13th Coast Guard District, begins June 15, 1993.

"I would like to say one other thing about how my experiences over the last two years will impact upon my next job," said RADM Lockwood. "The other side of this position is the Readiness program or Contingency Preparedness Support program...it is very important...."



At Group San Diego, a bold mission has blended active with reserve

By CDR George L. Mehaffy, USCGR,
CAPT Carmond C. Fitzgerald, USCG
and CAPT Michael H. Jones, USCGR



For several years now, policy makers in the Coast Guard have questioned both the training and utilization of the Coast Guard Reserve. Concept papers, discussion groups and published articles in the 11th Coast Guard, in the Pacific Area, and in Headquarters' Office of Readiness and Reserve all called for a re-examination of reserve programs and assumptions....

*Continued on
next page*



The end of the Cold War intensified these discussions, as the most fundamental assumptions of post World War II have had to be reexamined. The most persistent question has been whether the traditional Reserve program, with its separate command structure, provided the best training, particularly for reserve officers and administrative staffs.

Furthermore, in recent years, the Coast Guard Reserve has been reduced in strength from 12,500 drilling reservists to 10,500 (and a projected 8,000 for FY94). This reduction in personnel requires that the Coast Guard Reserve abandon "business as usual" if it is to remain a viable, trained force for mobilization. Because Reserve programs have historically devoted fully a quarter (25 percent) of their time and energy to administration of Reserve programs, it was concluded that reserve administration should be the area targeted for reduction to ensure that proportionately more of reserve personnel would be operationally prepared for surge requirements in this period of rapid downsizing.

VADM A. Bruce Beran, former Commander of PAC Area, in a memorandum of April 12, 1992, identified several commands that would experiment with new approaches to reserve training. San Diego was not one of the originally identified sites for experimentation with reserve

structures and functions.

However, because the ideas presented by Beran were not limited to the sites identified and because of a unique combination of factors, Group San Diego and Reserve Group San Diego undertook a bold experiment in March 1992 as an initiative that reflected the emerging concerns about needed program changes. So, the local reserve structure — reserve units and the reserve group — disappeared, and reservists were fully integrated into all of the offices and functions of Group San Diego.

"...the local reserve structure — reserve units and the reserve group — disappeared, and reservists were fully integrated into all of the offices and functions of Group San Diego."

Integration rationale/background

This experiment began with a simple premise: reserve units are somewhat limited in their ability to produce the best trained reservists. Reserve units were created as a mechanism for organizing reserve training, coordinating administrative functions, and monitoring performance. Unfortunately, reserve units created several negative consequences. They created paperwork and administrative tasks that have no effective training role in preparing reservists for mobilization readiness. Reserve units have, over time, created reserve ways of doing business, created their own paperwork and databases.

Much of this work is reserve-specific, with little or no correlation to regular Coast Guard functions and procedures. Furthermore, a great

deal of this administrative work is done at the local reserve unit, and then duplicated at the district reserve office. Finally, reserve units allow reservists, co-located with regular Coast Guard units, to remain isolated and unconnected from the regular Coast Guard. Many reserve administrative personnel and reserve officers have little or no experience with the regular Coast Guard, and are thus poorly prepared for a smooth, virtually seamless integration into the regular Coast Guard when a surge in Coast Guard operations occurs.

In the 1970's, augmentation was identified as a means of more effectively training reservists, while assisting the regular commands in carrying out peacetime, day-to-day functions. As a result of that initiative, reservists now routinely operate 41-foot patrol boats, maintain aids to navigation, respond to oil spills, and carry out search and rescues. The augmentation program of that period, however, did not go far enough.

Administrative personnel, particularly yeomen, and reserve officers continued to be isolated from the augmentation effort because they were forced to maintain reserve units.

The reserve inspection program in particular, has been consistently criticized for focusing much of its attention on how effectively reservists manage their reserve paperwork and records, rather than how effectively reservists prepare for mobilization. This lack of preparedness on the part of administrative personnel and reserve officers has been noted over and over again, in exercises dating back to the late 1970's, and was highlighted by problems encountered by some mobilized reservists who participated in the Persian Gulf War. Furthermore, a number of studies and re-examina-

Opposite page in screened photo: Reservist ET1 Robert Decker, left, and active-duty BM2 Brad Felt adjust an antenna on a Station San Diego 41-foot UTB. Photo by PS3 Vikki Hanley.

Continued on next page 



tions of the Coast Guard, at district, area and headquarters levels, have identified this critical shortfall in training. Yet few programs have been established to address this persistent problem.

This experimental program in San Diego was designed to model a new approach to reserve training for reserve units co-located with regular units by integrating all reservists into the regular Coast Guard structure, conducting all administrative functions in a combined PERSRU/administrative office, and subsequently developing new, imaginative training programs to ensure the highest state of readiness for

national emergencies and surges in Coast Guard operations.

Remaining issues

• Administrative merger:

While a great deal has been accomplished in a short time, full integration of DRMIS, PMIS and RPMIS will take at least another year, as new software becomes available. However, the administrative merger is ultimately achievable and desirable.

• Ways of doing business: Old habits are being broken, particularly in merging two formerly distinct organizations into one. Issues such as routine communications, depart-

ment head management of both regulars and reservists, and a variety of other concerns are continually being addressed to demonstrate that merging two organizations requires a great deal of work on the part of both organizations.

• Concept of Regular and Reserve Counterparts:

The concept used to create this experiment was that each reserve officer would be paired with a specific regular officer in the command structure and have a regular counterpart, with whom he or she would train. That concept may be too limiting. In fact, some positions in the existing command structure may not need or should not have reserve officers assigned. Aviation positions come to mind as an obvious example. Yet in some cases, positions may be filled most effectively by reserve officers. For example, a mobilization officer billet might best be filled by a reservist, not by a regular. And in an expanded, integrated organization, there may be a need for new positions, again filled by reserve officers.

Goals of San Diego experiment

The San Diego experiment identified a set of specific goals to accomplish in the first year of operation. These goals included:

- Blend the regular and reserve officers into a single cohesive command structure that permits the most effective training and subsequent utilization of reservists.
- Eliminate all reserve specific offices: (commanding officer, administrative officer, etc) and discontinue use of reserve units as administrative structures to manage the Reserve program.
- Assign each reserve officer to a specific position in Group San Diego, define the work of that position, and identify an active duty officer who will serve as a counterpart.
- Develop a training program that will qualify the reserve officer for his or her new counterpart position.
- Rewrite the Group Organization Manual to reflect the new full time/part time structure and integrated organization.
- Develop a new OER rating chain for part-time officers that ensures that at least one part-time and one full-time officer are in each part-time officer's rating chain.
- Develop a new model of reserve officer augmentation and mobilization billet structure and utilization. Adapt current training processes and procedures to adequately prepare reserve officers for this new model.
- Merge the group administration office, the reserve group administration office, and the local PERSRU into a single entity. Construct a new workspace out of the former reserve space to house these new merged offices.
- Cross-train all administrative personnel in all administrative procedures so that the administrative office can be utilized by all regular and reserve personnel seven days a week for all administrative matters.
- Conduct routine monthly evaluations, and conduct a comprehensive evaluation of the success of this experiment at the conclusion of the first year of operation.

Applicability to rest of CG

Any restructuring or organizational realignment will ultimately be evaluated on its effectiveness after years of use and after the enthusiasm and criticism generated during implementation has settled into routine activity. However, before attempting to apply a model throughout the rest of the Coast Guard which has shown initial success during a pilot program, it is worth synthesizing on paper how the old and the new structures might function and be evaluated in the various types of regular and reserve units spread throughout the rest of the Coast Guard.

While possibly not all inclusive, three distinctly different types of reserve programs exist.

The first and clearly most prominent consists of reserve units located at or very near the regular unit for which surge support would ultimately be required.



In this case, the best approach is to have the reservists train and augment at the eventual mobilization site and be as much a part of the unit's organization as possible. Since response time, according to the reserve's mission statement is to be "quick," the more the reservists are integrated into the organization, the better. Thus the concept of full-time and part-time personnel seems to accurately describe a nearly ideal structure. Any one of the major

MSO's or Groups throughout the Coast Guard would fall into this category and would probably account for 80-85 percent of the Coast Guard Reserve's surge needs.

The second reserve program consists of reservists who are assigned to support missions not normally handled by regular Coast Guard units or not located at a specific site where a regular unit is assigned.

These special or unique missions

require specially trained and equipped personnel who do not have competing missions or assignments. The fact that these units are reserve is based on the likelihood of their use and the overall cost effectiveness of a reserve versus regular programs. Such units should clearly be based where training can be most effective. While command and control integration with a regular unit

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Photo by PA3 Darrell Wilson, PACAREA (Fpa)

Group San Diego reservists and active duty Coast Guardsmen participated in safety and security patrols during America's Cup '92 off San Diego. Boat handling, such as that pictured here, provid-

ed the crews expertise to handle crowd control during the trials leading up to America's Cup. Group San Diego is the "jewel in the crown" of D11's integration efforts.



is probably not beneficial, administrative integration into a PERSRU is highly desirable for the same quick response reasons noted above. Units falling into this category would be PSU's, the National Strike Force, etc., and would account for 5-10 percent of Coast Guard Reserve billeting.

The last program is unique in that it is driven by normal Coast Guard mission requirements assigned to regular Coast Guard units, but is best satisfied by Reserve resources.

In this context, "best satisfied" means most cost efficiently performed. These programs are often seasonal or geographically isolated. One could argue that since these do not represent surge needs for which reservists are specifically authorized to meet, that they should not be performed by reservists. However, these assignments provide substantial mobilization readiness training, while addressing very real Coast Guard obligations. Additionally, these seasonal or remote site obligations create surge-like requirements for operational commands. During most surge conditions, Coast Guard units are not evenly impacted. Often one area requests the transfer of trained resources capable of performing normal Coast Guard missions from an unimpacted area to an impacted area.

These requests often come because they are easiest and quickest to facilitate administratively. This often places a hardship on the unit giving up the resources. However, if the fully qualified resource requested is a reserve element which can also be as easily transferred as a regular one, the impact would be reduced. Operations falling into this category include the Great Lakes Summer Stock Program, the Colorado River Patrol, and probably account for 5-10 percent of reserve forces.

While there may be other ways

to divide up Reserve forces into their capabilities and intended use, most can be put into the three categories identified above. An analysis of the three categories of reserve units described above suggests that substantial improvement is accomplished by an integration of co-located units. Strength management is improved for co-located units; since this accounts for over 80 percent of the Coast Guard Reserve, the effectiveness of reserve forces is improved. The other two categories are somewhat unchanged since the regular forces may need to be augmented administratively while

"To make this integrated vision a reality, however, one other important lesson has been learned: Integration is an attitude, not a process."

reserve administrative forces are reduced. Both augmentation/training and mobilization/surge procedures are significantly improved in all cases since the administrative procedures are consistent for both sides — regular and reserve. This is not to say there isn't more work involved in some cases. However, the administrative work being performed by reservists prepares them for their mobilization assignments and is not just reserve program specific. The planning, scheduling, control, training and qualification of reservists by regular officers and petty officers pays benefits in the work they perform which is in line with the unit's missions and their individual responsibilities. More reservists are trained for their mobilization assignments. Additionally, the reservists gain satisfaction by performing assignments that are in direct support of CG programs.

An attitude, not a process

Successful integration of regular and reserve Coast Guard organizations requires hard work and some luck. A key ingredient in successful mergers is leadership. For the San Diego experiment to be successful, D11Readiness & Reserve Division had to be willing to sponsor and support this experiment giving up personnel and some control. Group San Diego had to be willing to champion this project and strenuously argue for it to department heads within its organization. The Reserve Group not only had to help create the vision but also had to be willing to give up the relative comfort of traditional reserve structures, particularly command opportunities, while responding to anxieties that a change like this naturally produces.

One additional critical ingredient to the success of this experiment was to have a key person in the regular command, in this case a senior chief, who could, on a daily basis, address the problems and issues that invariably arise. While this experiment was implemented only a little over a year ago, it is, in the judgment of those involved, already an outstanding success. Reserve administrative personnel were already more qualified after only three or four months of training than any reserve administrative personnel those in leadership had ever worked with. Reservists feel better about their work and about their careers than ever before. More importantly, they are also better trained should they be required for a surge in Coast Guard operations.

The same can be said for reserve officers who are finding themselves in new relationships that afford them intensive, practical training in a wide variety of Coast Guard activities. As these reserve officers continue to progress through the active command structure, they will be the best trained, most qualified officers

Continued after Insert



Right People, Right Places

RESTRUCTURING THE COAST GUARD RESERVE



Restructuring

Downsizing

The New IRR

Transitional Benefits

Retirement Impact

A guide for
Coast
Guard
Reservists



**CHIEF, OFFICE OF READINESS
AND RESERVE**

UNITED STATES COAST GUARD
WASHINGTON, D.C. 20593-0001

Dear Coast Guard Reserve Member:

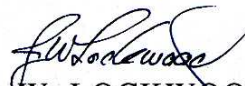
This pamphlet is a status report on Reserve restructuring. I realize that the uncertainty over restructuring is affecting many people, but announcement of the plan has been made, and you may already be hearing news of our future structure. Because people are the heart of the Reserve, I want you and your family to understand why Coast Guard leaders believe restructuring is necessary.

I have been working with several groups who have provided valuable insight during the past year. We have weighed all of their viewpoints in our deliberations. We have been carefully reevaluating the need for a major organizational change. After months of data analysis and verification, I am still convinced that restructuring is needed.

This "Right People, Right Places" brochure explains why change is necessary if we are to continue our tradition of innovative, quality, responsive and affordable support to the nation. As the restructuring proceeds, we are committed to doing everything possible to keep you informed. The Office of Readiness and Reserve has a hotline which you may call with your questions, suggestions and concerns. The hotline number is (800) 283-USCG.

The Commandant and I are truly concerned about the impact restructuring may have on you and we will do everything possible to minimize that impact. The future is bright... since this change brings with it the opportunity to create a new, more effective force.

Sincerely,


J. W. LOCKWOOD

Why Restructure?

Simply... because we must to become a vital and effective organization for the future. The post-Cold War Selected Reserve strength needed to meet Coast Guard defense-related mobilization requirements is 8,000. The rapidly changing world we live in today offers the Coast Guard Reserve an unprecedented opportunity for change. We are taking full advantage of this opportunity by integrating reservists with the regular Coast Guard whenever possible, thus increasing the mission effectiveness of our service. In short, we are changing the way the Coast Guard Reserve has existed and operated for the past 50 years.

Our focus is getting the *right people* (those in the appropriate ratings or with the necessary skills) in the *right places* (where they are most needed and can best be trained.)

How do we get to 8,000 members?

With 8,000 selected reservists as our projected total, we must reduce from our present level of over 10,000. Recruiting has been temporarily suspended. That action and normal attrition will result in a total of approximately 9,500 SELRES at the end of fiscal year 1994.

That means we will have to identify 1,500 people to be detailed to the IRR, or other non-pay category. Options to be considered are:

1. Enforcing all attendance requirements for retention in the Selected Reserve.
2. Applying high-year tenure standards.
3. Holding centralized boards to identify people whose skills do not match the new mobilization requirements.

What about Transitional Benefits?

The Coast Guard is seeking legislation which would authorize the following benefits for most members separated from the Reserve or detailed involuntarily to the IRR.

1. *Severance pay for those with 6-15 years of service.*
2. *Early vested retirement for those with 15-20 years of service.*
3. *Continuation of GI BILL benefits for two years.*
4. *Continued commissary and exchange benefits for two years.*

What is the new Reserve structure?

Much of this restructuring plan has been in the works for quite some time. In fact, a number of programs were in the process of implementation; restructuring only accelerates this agenda.

The basic premise of this new Reserve structure is the recognition that mobilization is the responsibility of the entire Coast Guard, not just the Reserve. As such, Reserve mobilization and training will now be the responsibility of the active component. Reservists will ultimately be completely integrated into the active commands, which will oversee all training and duties of the reservists.

What is the new Reserve structure? (Con't.)

Reserve unit administration will be greatly streamlined as a result of these organizational changes, allowing reservists to devote much more time to augmentation training.

In order to get the right people in the right places, we will match as closely as possible the training sites which provide the best augmentation opportunities for reservists with the training and mobilization requirements of the contingency plans. It is paramount to get the necessary people with the ratings and skills required into these billets.

At the same time, a number of selected reservists will not match the billets established in their area and will have to be transferred to the IRR. Keeping people in mind, we will revamp the IRR to offer its members opportunities and options not previously available. We are committed to making the IRR a viable alternative to the Selected Reserve, offering an attractive opportunity for continued service and opportunity for return to a pay billet.

What will the revamped IRR be like?

While an involuntary transfer to the IRR is just that - involuntary - we plan to make the IRR a viable option for reservists. With restructuring, the IRR will take on a new look, offering more opportunities and incentives for its members. Members transferred to the IRR will be participating members of the Coast Guard Reserve, as never before.

Members of the IRR will be given increased opportunity for training. When a SADT or TEMAC position becomes available, members of the IRR will receive top priority for these assignments.

IRR members will receive rotational turns into pay billets, thus keeping members operationally sharp while allowing them to accrue retirement points. Members of the IRR will also be able to compete in the promotion process.

How would a transfer to the IRR impact my retirement?

Reservists need to accrue fifty "points" for each satisfactory year toward retirement. Members of the Ready Reserve, including the IRR, may do so by any combination of...

- 15 membership points each year, plus
- drill points (pay or non-pay),
- ADT (pay or non-pay), or
- SADT/TEMAC, and
- correspondence courses.

Right People, Right Places


RESTRUCTURING THE COAST GUARD RESERVE



Continued from Page 10

the reserve program has ever produced. In the event of mobilization, they will instantly assume key positions, comfortably working with their regular colleagues.

Meanwhile, both regulars and reservists are being better served administratively at the local level than ever before. As the administrative personnel are trained and cross-trained, the PERSRU will be open more frequently on weekends and at night, serving all Coast Guard personnel.

While hard work will continue to make this experiment even more successful, it is believed that this model of regular/reserve collaboration, for co-located units, is the most effective means of providing a highly trained, quickly integrated force that can respond to a variety of Coast Guard needs and circumstances. To make this integrated vision a reality, however, one other important lesson has been learned: Integration is an attitude, not a process. 

Editor's note: Integration efforts are underway in various districts throughout the nation. Group San Diego is an outstanding example of integration in D11 — the model D11 is supporting in the pursuit of excellence in all its integration efforts. D11 is also in the process of integrating in the areas of administrative support, training/augmentation and contingency response district wide. D11(r) says that reorganizing their structures and redistributing resources has given them a different perspective on program management. In addition, it has fostered more exchange and interaction with other district reserve programs (especially the 13th). Also, better strides toward overall force management, strategic planning and policy development have occurred as a result of the integration. Finally, and probably most importantly, D11 reserve is involved jointly in supporting the needs of all the CG and all of D11 CG personnel.

At MSO San Diego

Integration dramatically alters active-reserve relationship

By LTJG Robert Hanley, RU MSO San Diego

At Marine Safety Office San Diego, integration is an evolving process that has dramatically changed the relationship between the unit's active-duty and reserve members.

"The number-one thing is ownership," said CDR George Wright, commanding officer of MSO San Diego. "The reservists who work here are part of our unit and share in our pride and esprit de corps."

For several years, reservists have augmented the MSO's port operations department, providing initial weekend response to pollution incidents and assistance with other tasks, such as waterfront facility inspections. But under the MSO's enhanced integration plan, reserve Coast Guard members are becoming full partners with their active-duty counterparts in all MSO missions, including inspections, investigations and marine fire fighting.

In fact, two missions, recreational vessel inspections and marine fire fighting have been virtually turned over to the reservists. This frees active-duty personnel for other tasks and allows the Coast Guard to benefit from the reservists' civilian training.

Reservists have even taken over the MSO. In December, for instance, part-timers manned the office while the active duty staff participated in an off-site pollution exercise. More recently, reservists manned the MSO during a multi-agency earthquake drill, freeing active-duty personnel to concentrate on preparing an area plan.

"Basically, we came in and ran the shop," said LCDR David O'Brien, commanding officer of RU MSO San Diego. "In my view, that's what integration is all about. Trained and qualified reservists who are part of an organization and can step in on short-notice to help it perform its mission."

To prepare reservists for their expanded duties, MSO San Diego is launching a training program that includes on-the-job instruction for enlisted personnel in pollution investigation, facility inspection and boardings. Similarly, reserve junior officers are undergoing intensive training to qualify as MSO duty officers.

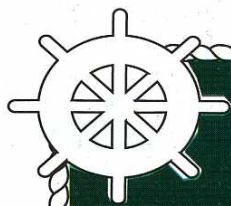
The reservists train to the same standards as active-duty personnel, and like their full-time partners, are issued qualification letters by the Captain of the Port granting them authority to carry out their assignments.

More than anything else, integration is eliminating the barrier that separated active-duty and reserve Coast Guard people and kept them from really getting to know each other, Wright said.

"With any kind of crisis, it doesn't take long before you need to call in your reservists," he explained. "They're people you know, people you've worked with. There's a built-in trust factor."

Survey shows reservists positive about integration

CDR George Mehaffy of Group San Diego reports that a recent survey of reservists involved in integration revealed that they are, for the most part, satisfied, enthusiastic and positive with the integration. Officer reports were extra positive with reduced administrative burden.



First Call...

Reserve Officer Evaluation System QAT recommendations approved by G-R

By LCDR Dave Roundy, D2(rs)

The Reserve Officer Evaluation System (OES) Quality Action Team (QAT), which began its work in June 1992, reported to the Office of Readiness and Reserve Quality Management Board (QMB) and RADM John Lockwood Feb. 6, 1993. Twelve recommendations were made that focused primarily on reduction of the administrative burden of the reporting requirements, while preserving the quality of OER's available to selection boards. In addition, the QAT proposed an implementation plan to the QMB.

On April 8, after an in-depth feasibility review, the QMB forwarded their final recommendations to RADM Lockwood, who approved the recommendations. The most significant change will be to the submission requirements. In lieu of an annual submission date, reserve officers will submit an OER upon detachment of the reported-on officer, detachment of the reporting officer, or two years from the date of the last OER. An exception to these requirements will be necessary for any officer who is to be considered by a selection or retention board. In this instance, an officer will be required to submit an OER per the schedule published in the RATMAN, Section 10-A-3. Continuity reports will be permitted for a regular OER when the reporting period covers less than 16 drills performed.

An Implementation Team is devel-

oping a time table for promulgation of the changes and will seek input from the variety of sources necessary to facilitate a smooth execution of the improvements. Some recommendations will be prototyped at the districts before a final decision is made on implementation. Information updates will be provided by quarterly E-mail notes to the district reserve staffs. Specific OES issues will be addressed in the E-mail notes and articles published in *The Reservist*.

The implementation phase has begun, and officers may expect to see the first ALDIST promulgating these changes in the near future. Help is on the way for reserve rating chains.



Men's light blue short sleeve shirt phase-in postponed for CGR

ALDIST 143/93 of April 30, 1993 addresses the phase-in of men's light blue short sleeve shirt. It reads as follows: The phase-in date for the Air Force (AF) type short sleeve light blue men's shirt for members of the Coast Guard Reserve is postponed from June 1 1993 to April 1, 1994. This delay in the phase-in is necessary because of the Reserve program's budgetary requirements for issue-in-kind uniform program.

The old style light blue short sleeve shirt will remain the required shirt for reserve members until the April 1, 1994 phase-in of the new AF light blue short sleeve men's shirt.

All reserve members serving on long-term active duty, (SADT, TEMAC, EAD) or otherwise receiving the clothing maintenance allowance in lieu of reserve uniform replacement-in-kind are required to comply with the original June 1, 1993 phase-in date.

In summary, the new shirt becomes mandatory on June 1, 1993 for active duty and certain reserve members (mentioned above) and April 1, 1994 for CG Reserve members.



ALDISTs / ALCOASTs / COMDTINSTs

New Enlisted Evaluation Form	ALDIST 286/92
Veterans' Benefits Act of 1992, Changes in SGLI	ALDIST 024/93
(Amplifies info. for CG Reservists from ALCOAST 078/92)	
Chief Petty Officer (CPO) Academy (Reserve Courses)	ALDIST 056/93
Reduction in Administrative Expenses	ALDIST 084/93
FY 1994 Reserve Training Appropriation	ALDIST 122/93
Curtailment of Reserve Officer Accessions	ALDIST 126/93
CPOA (Reserve Course) Selections	ALDIST 157/93
Postgraduate Intelligence Program for CG Reserve	ALDIST 162/93
Humanitarian Service Medal For Multiple Operations	ALCOAST 001/93
Work/Life Staff 800 Numbers	ALCOAST 034/93
CG Environmental Compliance & Restoration	ALCOAST 040/93
National Performance Review Field Study Team	ALCOAST 048/93
Automation of October 1993 Reserve SWE	COMDTINST 1418.2

What the heck is MARTP?

By CW02 Sue Krisher/G-RST-2

MARTP is the acronym for the Maritime Academy Reserve Training Program. This reserve program is designed for cadets who have completed their freshman year at any of the five state maritime academies (Maine, Massachusetts, New York, Texas A&M and California). The intent of this program is to attract potential Maritime Academy Graduates into the Coast Guard's Marine Inspection Program.

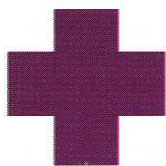
Once recruited, all cadets, except those that are already Coast Guard drilling reservists, come into and remain in the program as seamen. Reservists who convert to the MARTP program will remain frozen in their current rate until leaving the program. After graduating from their maritime academies, the cadets will be commissioned as ensigns in the Coast Guard Reserve. Depending on the needs of the district where the MARTP graduate resides, he or she may be offered a pay billet, performing drills and ADT, or they may be placed immediately in the IRR.

Cadets also may apply for the Maritime Academy Graduate Program and receive a Coast Guard Reserve commission as ensign, with a three-year active duty obligation. The cadets will be augmenting various marine safety offices throughout the continental U.S. and will be attached to a local reserve unit, *only* for administrative purposes. All drills and ADT will be performed at their assigned MSO where the students will work directly with a mentor to learn more about our marine inspection and safety programs.

Changes to the pilot curriculum are in the process of being made.

...to Quarters

Gulf War Coasties: ARC can help you...



If you are a member of the National Guard or a Reserve component activated to support the Persian Gulf War, you and your fam-

ily may be eligible for financial benefits through the American Red Cross (ARC).

With funds made available by the Department of Defense, the Red Cross Persian Gulf War Family Support Project may be able to cover some of the costs you incurred as a result of your activation. Simply visit or call your local American Red Cross chapter for a confidential appointment. If you can't locate your local chapter, call 1-800-925-4014.

MCPO-CG seeks input on gays in military

The Master Chief Petty Officer of the Coast Guard is soliciting input on the issue of gays in the military. Members should submit comments to: Commandant (G-CMCP), U.S. Coast Guard Headquarters, CMCP-CG R. Jay Lloyd, 2100 2nd Street S.W., Washington, D.C. 20593-0001.

Pending Legislation



U.S. House of Representatives

- HR 16** Resolution Expressing the Sense of the House of Representatives That any Change in the Current Policy Regarding Homosexuals in the Armed Forces Should be Made by Law, Rather than by Executive Order.
- HR 267** Armed Forces, to Amend UCMJ
 - To amend Chapter 47, Title 10, UCMJ, to establish procedures for adjudication by courts-martial of sentences of capital punishment.
- HR 476** To Provide Veterans' Preference Eligibility to Individuals Serving Active Duty in Armed Forces During Persian Gulf War
 - To amend Title 5, U.S. Code
- HR 667** To Enhance the Readiness, Discipline, Good Order, and Morale of Armed Forces by Providing By Law for the Continuation of the Policy of the Department of Defense on Homosexuals Serving in the Armed Forces, as in Effect on Jan. 1, 1993.
- HR 798** Veterans' Benefits, To Codify Rates of Disability Compensation for Veterans and Dependents
 - To amend Title 38, U.S. Code
- HR 1040** Reserve Officer Personnel Management Act
 - To amend Title 10, U.S. Code, to revise & standardize provisions of law relating to commissioned officers.
- HR 1310** Military Spouse Benefits Clarification Act
 - To prohibit any policy relating to benefits provided to spouses of members of the Armed Forces that would make such benefits available to homosexual partners of members of the Armed Forces, and for other purposes.
- HR 1384** CGR Junior Officers Training Pilot Program, Auth.
 - To authorize a junior reserve officers training pilot program by the CG.
- HR 1404** Veterans' Benefits, To Provide Settlements for Injuries Arising From Negligence Be Excluded From Determinations For Purposes of Programs Administered By Secretary of Veterans Affairs.
 - To amend Title 38, U.S. Code.

U.S. Senate

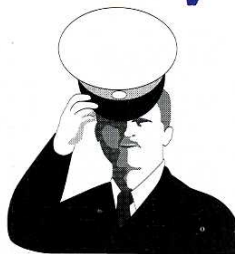
- S 71** To Prohibit Discrimination by the Armed Forces on the Basis of Sexual Orientation.

Nationwide TEMAC/SADT/EAD

As of 6/9/93

Place	Duration	Rate/Rank	Quals	Point of Contact
CG Island, Alameda, CA	60 days (June 6-19)	1 SK1/SKC, 1 F&S/PERS	Financial background, LUFS	LT L. DeMarchi, 510-437-3941
CEU Providence, RI	88 days (starts ASAP)	Any rating	LUFS experience a must	CDR J. Florin, 401-736-1776
CGHQ (G-OLE-2)	90 days (starts 7-1)	E7-O4	Op LE (fisheries pref.) and/or trng instructor	LT Sawhill, 202-267-1784

Tip ' the Hat



Reservist honored for Desert Storm artwork

Coast Guard Reservist **LTJG Darrell Orwig** was awarded the George Gray Award at the 14th annual Coast Guard Art Exhibition at Governors Island May 11. He was recognized by the award's



LTJG D. Orwig

namesake, George Gray, a WWII Coast Guard combat artist, at a reception sponsored by the U.S. Navy League and Salmagundi Club of New York. Orwig completed 14 Coast Guard-related Persian Gulf War water color paintings during 1991. He was featured in the July/August 1991 *Reservist* and his artwork was displayed at Grand Haven's Coast Guard Festival in 1991.

Memphis reservists teach students to "Say No to Drugs"

By **LTJG Ivette Quarles, G-RST**

Bravo Zulu to RU MSO Memphis' Campaign Drug Free presenters! Since April 1991, five reservists have made 36 presentations to over 1,000 students in the Memphis area. This year alone, they've completed seven presentations to 168 students. Their target audiences have been 5th, 6th, and 7th graders.

RU MSO Memphis CDF presenters used role playing to get their message on drugs across to students. These students eagerly par-

ticipated and enjoyed learning about the Coast Guard's fight against drugs. One student commented, "I thought the report on drugs and the Coast Guard was great!" Another said, "It was a lot of fun doing the little skits in front of the class. I learned a lot, it was interesting."

Students learned about different kinds of drugs and what smugglers do to try to get drugs into the country. They also learned a very important lesson...saying NO to drugs. The students' teachers were very enthusiastic about the CDF program. They stated the material was "well presented and certainly added to our own school's drug prevention program" and the presenters "did a wonderful job and held the students' attention."

RU MSO Memphis reservists **YNC David A. Schuster, LTJG Charles T. Scheel, SK2 Charles L. Gandy, BM1 Robert W. Cox, LT Randy Tucker** and many other reserve units are doing an outstanding job with CDF. You too can participate in CDF and teach our nation's youth to say no to drugs. Just contact your unit CDF coordinator or read COMDTINST 5355.2.

And a tip o' the hat to ...

- **DC3 Edward Stagmiller** of RU Station Lake Worth, Fla. for being selected the reserve Sailor of the Quarter for the period January to March 1993. He was recognized for his professionalism which enhanced the working relationship between various units in support of the one Coast Guard concept.

- **RU Traverse City, Mich.** for being named the 9th District's Outstanding Reserve Unit of the Year for 1992.

Navy receives award from RESGRP Boston

In a spirit of inter-service cooperation, members of CG Reserve Group Boston presented the U.S. Navy with a plaque of appreciation recently at Newport, RI. Group Boston's student reserve program, a course of instruction for college student-reservists (RKs), thanked the Navy for over 13 years of helping them fine-tune their damage control skills. The RKs train at Newport's Naval, Education, and Training Center aboard *USS Buttercup*, a damage control training platform.

D13's Outstanding Enlisted named

PS1

Thomas E. Dye of RU Group Astoria, Ore. has been selected as D13's Outstanding Enlisted Member of the Year for 1992.



Dye, the elected **PS1 Thomas Dye** Sheriff of Tillamook County, Ore., is a crew member and boarding team member with Station Tillamook Bay. He also co-authored a three-volume CG training program entitled *Law Enforcement Techniques for CG Boarding Officers*. The award was presented by **RADM John Lockwood** at the Reserve Officers Association annual awards dinner April 3.

Awards & Medals

CG Achievement Medal

MK1 Doug Whitley, RU Oak Island, NC

Commandant's Letter of Commend. w "o"

BM1 Grady Sillings, RU Oak Island, NC

Meritorious Public Service Award

CAPT Thomas J. Travers, USCGR(Ret.)

A look back while...

On Patrol

By BM3 Roger D. Bass, USCGR

We had been on watch for several hours and were stationary just outside the gap in the sea wall, engines idling. We were floating in the clear water of the Arabian Gulf and periodically had to maneuver back into position. It was daytime, but with the usual haziness and smog from the Kuwait oil fires, visibility was reduced.

A small gray speck appeared on the horizon near the sea wall and within seconds, grew larger. The phrase "high speed inbound" brought the two crew members to full alert. The gunner put a belt of ammo in the M-60 machine gun and the engineer was on the radio notifying our Navy radar unit. It was obvious that the inbound vessel was moving at a high rate of speed and we had about 45 seconds to identify it and make a decision.

Our radar unit radioed that they had no information on the vessel. I moved our 22-foot Raider boat into a bow on position between the unidentified vessel and the gap in the sea wall that we were protecting. I estimated his range at about 500 hundred yards. In less than 30 seconds, the vessel would be past us. The bow gunner had already chambered a round and was drawing a bead.

I reminded him to wait for an order to fire to ensure that the adrenaline rush didn't take over. The vessel appeared to be our size or smaller and gray in color. I made a small change in our position to maintain our

alignment and again came dead in the water. I knew it wasn't a Coast Guard boat but did it belong to one of our allies or an Islamic terrorist?

Ten more seconds and I had to give an order — the vessel was already within 300 yards. A shore based look-out on our radio net advised that a British inflatable had passed his location moments before. That one piece of

information was enough to wait a few seconds longer.... Yes, that was a British flag on the stern.

Total relief flowed through my body.

After only a few seconds the relief turned to anger. Did the crew of the inflatable know the danger they were in? Didn't it occur to them to radio ahead that they were coming? What if that last radio transmission hadn't been made and we had interpreted their actions as hostile?

They were already past us now and couldn't hear, but my crew members were yelling at them any way. It had taken only seconds for the adrenalin to pump us sky high, but it took about 20 minutes to come back down. My mind kept coming back to the 10 seconds I had to make a decision. I was glad that

10 seconds had been enough.



Graphic by EM2/PA J.D. Wilson

BM3 Bass served with the PSU 301 replacement unit in Al Jubail, Saudi Arabia from March 1991 to June 1991. He now serves with RU Mayport, Fla.

June '93 marks 50 years
since the sinking of the

ESCANABA

By Dr. Robert Browning, USCG Historian

On Aug. 4, 1943, the citizens of Grand Haven, Mich. stood somber as a ray of sunlight pierced the blackened sky. The crowd of over 6,000 had gathered as they had for many years to celebrate Coast Guard Day. This year, however, the crowd assembled for a more important reason: to pay tribute to the cutter ESCANABA which had been torpedoed and sunk just six weeks before. The somber mood was changed instantly when a band broke the silence with the tune "Semper Paratus."

The ESCANABA, built in 1932 at the Defoe Works in Bay City,

Mich., was one of a class of six cutters designed for light icebreaking, law enforcement, and rescue work. The 165-foot ship was home ported in Grand Haven, serving in the Great Lakes for eight years. It made annual trips up Lake Michigan to Sault Ste Marie each spring to break ice in the St. Marys River. Many times this included cutting ore vessels out of the ice. By keeping navigation open and making many rescues, the cutter became well known and endeared to all the maritime communities along Lake Michigan.

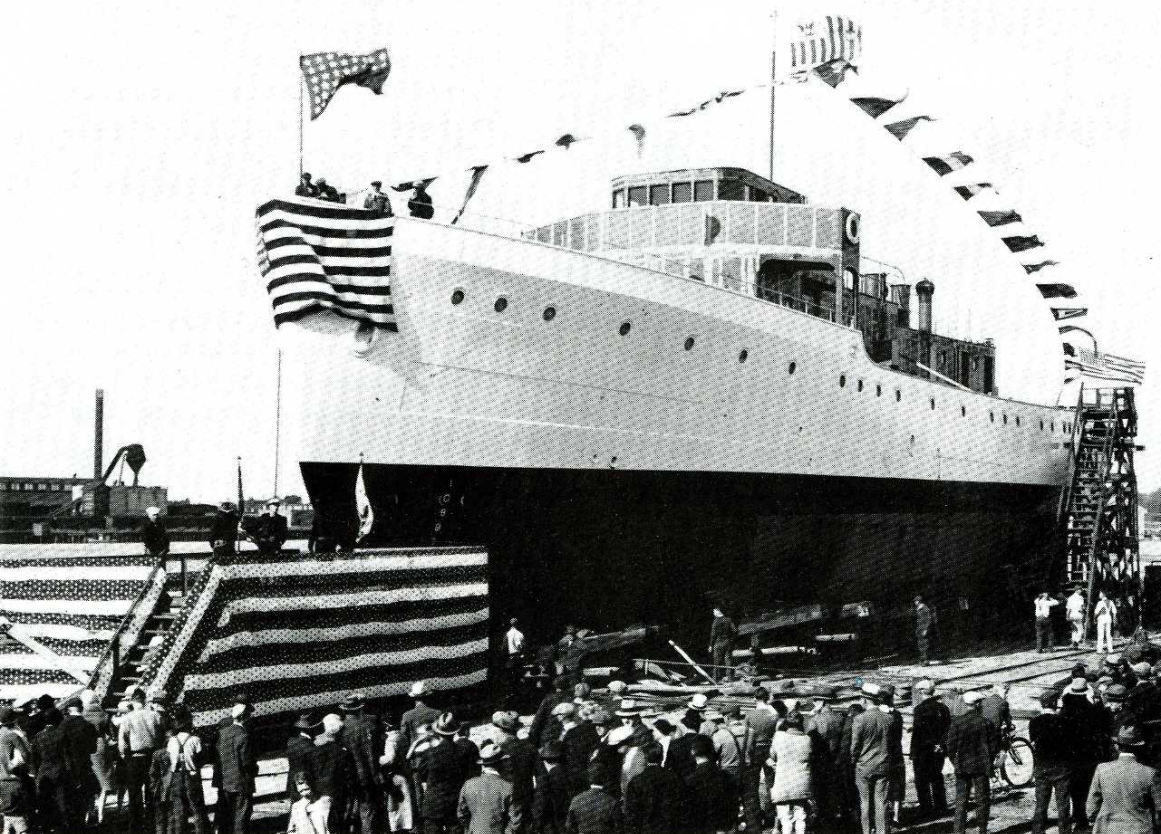
With the outbreak of World War II in Europe,

the United States sent vessels to patrol the icy waters of Greenland. The ESCANABA was well suited for this work and contributed greatly to the initial patrol and ice breaking duties. However, it had never been designed as a war vessel. The crew was increased from 62 to over 100 to handle additional armament, sound gear, and depth charges — all added to the vessel to make it capable of fighting submarines.

After spending some months on the Greenland patrol, ESCANABA was assigned to convoy merchant ships in the North Atlantic. This was particularly harsh duty. Ice readily formed on the ships, which had to be chipped and chopped off and sometimes melted off with live steam. The ships were tossed about the waves like toys, and men and gear were likewise tossed about inside. Furthermore, the warships in the North Atlantic fought an illusive enemy that could sink merchant vessels



Official Coast Guard photo



Above left: The lone survivors from the Escanaba, BM2 Melvin Baldwin, left, and SN Ray O'Malley.

Left: A crowd gathers to view CGC Escanaba at Defoe Works in Bay City, Mich. in 1932.

Official Coast Guard photo



For just over two months during the summer of 1942, the ESCANABA was assigned to weather patrol duty in the North Atlantic. Then in September it went back to breaking ice and escort work. During this difficult duty the ESCANABA participated in several major rescues. In June 1942, in a convoy bound from Halifax, Nova Scotia to Cape Cod, ESCANABA rescued 22 men from the torpedoed passenger ship *Cherokee*. The most famous was the rescue of 132 men from the torpedoed Army transport *Dorchester* in February 1943. During this rescue, the ship's commanding officer, LCDR Carl U. Peterson, made the first use of rescue swimmers to pull the victims from the icy waters, saving an amazing 132 men.

For the next several months ESCANABA escorted vessels from Greenland to Newfoundland and back. On June 10, 1943, the cutter formed part of a convoy that was to sail from Narsarssuak, Greenland to St. John's Newfoundland. In company with the cutters MOJAVE, TAMPA, STORIS, ALGOQUIN, and RARITAN, the transport

Fairfax, and the tanker *Laramie*, they all steamed out of Narsarssuak in weather considered bad for even for the North Atlantic. Convoy GS-24 proceeded northwest for awhile to skirt an ice field. On the 12th the ships encountered many bergs and growlers amongst dense fog which made navigation difficult.

By the morning of June 13, the convoy had successfully avoided the ice by changing direction and steaming west and south. The convoy was heading south with ESCANABA on station on the left side of the formation making anti-submarine sweeps 3,000 yards from the center. Just after 5 am, SN Raymond O'Malley, who had just relieved the wheel on ESCANABA, heard a noise like the sound gear tracking a torpedo. A moment later a tremendous explosion ripped through the cutter. The explosion blew O'Malley to the overhead and only his grasp on the wheel kept him from greater injury. When O'Malley regained his senses, he observed that everyone else on the bridge

was seriously wounded. O'Malley made his way to the wing of the bridge, putting on his life preserver as he went. As he made his way out the hatch, he saw the afterdeck in splinters and the main mast falling overboard.

Moments later he was swept into the bitterly cold water.

Another crewman, BM2 Melvin Baldwin was two decks below in his bunk when the explosion occurred. Blown out of his bunk, he headed topside but found it difficult due to the extensive structural damage. Baldwin was one of the few lucky men from below to reach the deck. He reached the main deck but the ship settled so fast that as he headed forward he was struck from behind by water and was sucked down with the ship. He managed to swim to the surface and saw a few men on a strongback a hundred yards away. O'Malley, Baldwin, SN George Gmeiner, ENS Daniel Davis, and the commanding officer LCDR Carl

Continued on next page

Some of the crew of Escanaba.

and then disappear without a trace, leaving the escort vessels to pick up survivors and drop depth charges with no positive results.

The Navy had armed a number of Coast Guard cutters and intended for them to perform the same operations as destroyers. Overall, this class of cutter performed well even though they could never function as destroyers due to various limitations. The ESCANABA's limitation was its particularly short cruising range.

This display case in Grand Haven's Tri-Cities Museum adds historical perspective to the sinking of the CGC Escanaba.

Photo by PA2 E.J. Kruska, G-RS-1



Peterson all made it to the floating strongback.

The explosion and sinking happened within three minutes, so rapidly that the ESCANABA was unable to signal its plight. The STORIS, two miles away, heard no explosion but saw a large sheet of flame and dense black and yellow smoke rise from the ESCANABA. STORIS was ordered to investigate and RARITAN to pick up survivors. STORIS began a sound search for a U-boat as the RARITAN steamed to pick up the survivors.

The men clinging to the wreckage had been in the water for only minutes when RARITAN arrived to pick them up. Baldwin and O'Malley, however, were the only men res-

cued alive. The rest of the crew died in the explosion or from hypothermia in the 39-degree water. In fact, both Baldwin and O'Malley had passed out before the RARITAN could rescue them. It is likely that the sole reason that these two lived is that their clothing froze to the strongback, keeping them from slipping into the water and sure death.

The STORIS never made sound contact with a submarine and ESCANABA's sinking has never been fully explained. The loss of the cutter was later attributed to a U-boat's torpedo.

The ship and its crew were gone but never forgotten. The city of Grand Haven was distraught over the loss of the cutter

that had been so loved and such an important part of the community. In order to show their support for the war effort, and to honor the ship and crew, the community raised over a million dollars in bonds to build a second cutter bearing the same name. This special relationship with the cutter has never ended. Grand Haven holds an annual memorial service in conjunction with the Coast Guard Festival to honor the ship and crew that was lost 50 years ago and far away in the icy North Atlantic.



CG Festival to honor Escanaba on 50th year since sinking

The annual Coast Guard Festival is scheduled for Friday, July 30 through

Sunday, Aug. 8 in Grand Haven, Mich. Of special significance at this year's Festival is the National Memorial Service Friday, Aug. 6 at 4 p.m.

For more information, contact the CG Festival at 616-846-5940.

Reservist 'sponsors' Recruit Companies

CAPE MAY, N.J. — LT Joseph Taylor of RU Mayport, Fla. was involved in a very rewarding activity last summer — the Recruit Company Sponsor Program at the Coast Guard's Training Center at Cape May, N.J.

"It's a very rewarding program because you are sharing information with young recruits," said Taylor.

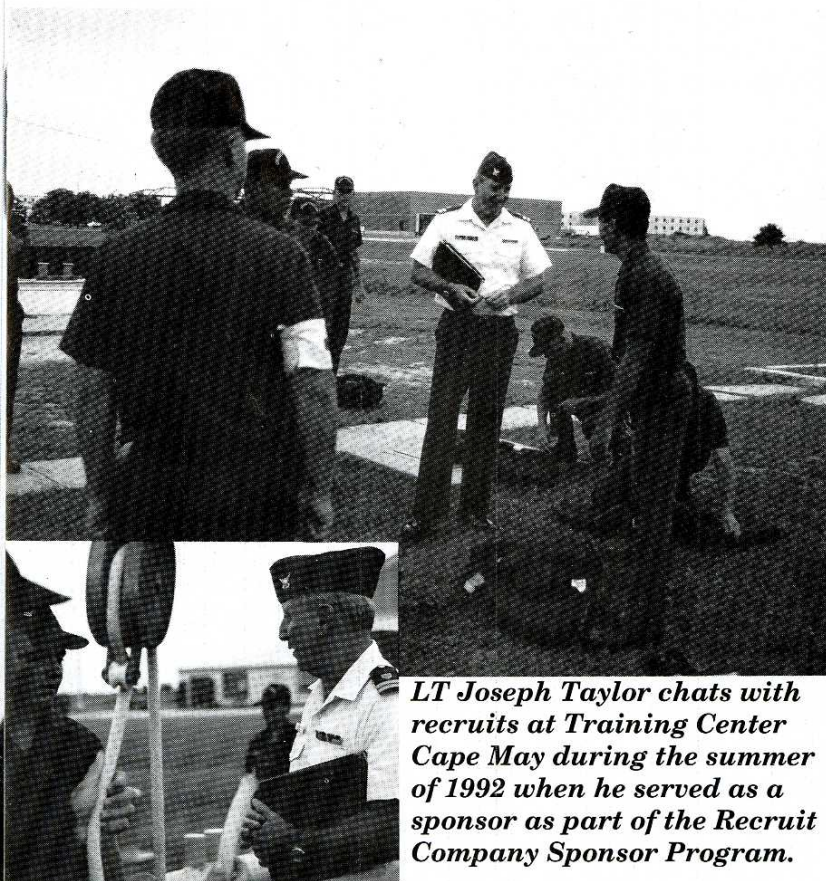
He made three visits to Cape May. On his first visit, he met with recruits and advised them of his goals as their sponsor. He also participated in some of the classes recruits were taking. He said it brought back memories of January 1961, when he became part of Oscar 45 as a recruit.

During the second visit, he conducted a question and answer session and used time to advise Sierra 140 and Tango 140 on teamwork, attitudes and other issues. During his third and final visit, Taylor spoke to the recruits at graduation.

"If you are interested in being a sponsor, it is essential to speak to others who have sponsored companies to understand the process," said Taylor.

Taylor said he would do this on an annual basis if he resided within three to four hours of Cape May.

For more information on the sponsor program, contact: YNC Carpenter, Training Center Cape May, Training Division, at 609-898-6521/6527.



LT Joseph Taylor chats with recruits at Training Center Cape May during the summer of 1992 when he served as a sponsor as part of the Recruit Company Sponsor Program.

Photos by PAI Veronica L. Cady, TRACEN Cape May

On Deck

By MCPO Forrest W. Croom

Command Enlisted Advisor
Coast Guard Reserve

Questions or comments? Write or call:
Commandant (G-R CEA), USCG Headquarters,
2100 2nd St. SW, Washington, D.C. 20593. (202) 267-6844



Despite these successes in various districts within the Coast Guard, there are still those who are putting the program down as unworkable and destructive to the Coast Guard Reserve. Perhaps in light of the present Reserve structure, it is destructive. After all, by integrating we are destroying the waste in administration. We are destroying the waste in having admin types doing reserve specific work which does not help them when mobilized. We are destroying the time-killing reserve bureaucracy of unit to group to district without input from active units affected. In some districts, the reserve units did include active units. But for the most part, we worked in our own little worlds.

I believe we are doing the right thing with our integration efforts. I see positive things coming out of it including better training for our officers in operations, much better working environments for our yeomen/storekeepers/hospital technicians and closer working relationships with our active duty personnel. The down side of integration is, of course, less personnel at the top. The required numbers of senior officer and enlisted personnel will be less, but more realistic.

Those who remain in the Selected Reserve and new Individual Ready Reserve (IRR) will be more qualified to handle the requirements put upon them. The active side will be held accountable for the quality of training, mobilization requirements, and welfare of those personnel training at their facility.

INTEGRATE — "To make whole or complete by adding or bringing together parts."

The definition above from Webster's New World Dictionary explains what we are trying to do with the Coast Guard and Coast Guard Reserve today. Yet, integration is probably the most misunderstood, feared, hated and misrepresented program we have undertaken in some time. It reminds me of the Rapid Deployment Force (RDF) program. Only this time, we tried to explain the merits of integration. For the most part we have been successful in fulfilling the intent of the program.

Sign of the Times?



Perhaps we are closer to the one Coast Guard concept than we realize. When one commanding officer is held accountable for the entire station, the chief petty officer is held accountable to the CO for all personnel on board, then maybe we have reached the first level of one Coast Guard. We will have reached the top level when one reservist can fill in for one active duty person and the difference cannot be determined without looking at the ID card.

Reservists at RU Chattanooga, Tenn. express concern over recent SELRES cuts. From left to right are DCCM Steve Hamilton, MKC David Rous and MCPO Roger Christian.

1993-1994

Dates to Remember



SWE / Selection Boards / Miscellaneous

- △ **Enlisted Annual Evaluations Due**31 MAY 93
(See RATMAN, COMDTINST M1001.27A, Art.10-B-2)
- △ **Reserve Servicewide* (October '93)**
 - EOCT/ Performance Quals Completion Date1 JUL 93
 - Reserve SWE Administered9-17 OCT 93
*(See RATMAN, COMDTINST M1001.27A, Art. 7, Sec.D)
- △ **Coast Guard 203rd Birthday**.....4 AUG 93
- △ **Coast Guard Reserve 53rd Anniversary**19 FEB 94

Inactive Duty Reserve Officer Boards

<u>Board/Panel</u>	<u>Convening Date</u>
△ Reserve War & Staff College	
Selection Board	15 JUL 93
△ Enlisted to Warrant Officer Selection Bd.	Cancelled
	(ALDIST 126/93)
△ CWO Ingrade Selection Board	9 AUG 93
△ RADM Selection Bd./CAPT Retention Bd. ...	21 SEP 93
	(Date change per ALDIST 141/93)
△ LT and LTJG Selection Boards	25 OCT 93
△ CDR Selection Board	6 DEC 93
△ LCDR Selection Board	24 JAN 94
△ CAPT Selection Board	7 MAR 94
For further details on selection and retention boards refer to COMDTINST 1401.40. For further details on war and staff college selection panels, see COMDTNOTE 1572.	

Reservist Upcoming Deadlines

- △ October / NovemberFriday, July 23
- △ December.....Friday, Sept. 24
- △ January / February '94Friday, Nov. 26

This Summer...Honor America!

“...That Congress declares the twenty-one days from Flag Day through Independence Day as a period to honor America, that there be public gatherings and activities at which the people can celebrate and honor their country in an appropriate manner.”

— 36 U.S.C. Section 157b

U.S. Department of Transportation

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